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## **Selection Criteria e-Initiatives**

*Final*

*March 2005*

**The author's views expressed in this publication do not necessarily reflect the views of the United States Agency for International Development or the United States Government.**

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## **1 Executive Summary**

This report describes the selection of the e-initiatives for monitoring and evaluation. We initially assessed the twenty-four initiatives through a general filter based on a pass and fail scale, those that passed were categorized and then assessed in filter two. Based on the assessment results of filter two, Knowledge Stations, Yarmouk Center of Excellence and PC@Every Home had the highest scores in each category in terms of the defined criteria; they were chosen to be part of the monitoring and evaluation framework.

## 2 Selection Criteria

The selection criteria are based on two filters and categorization that are used to identify three initiatives for monitoring and evaluation.

Any initiative that fails to meet any criterion defined by filter 1 is eliminated. All initiatives that pass filter 1 are grouped into three main categories (industry, academia and community development) based on their focus and use of ICT as a tool for development. Each category is assessed separately according to filter 2; the initiative with the highest scores in each category will be selected for monitoring and evaluation.

### 2.1 Filter 1

This filter consists of three criteria; each of these is based on pass and fail scale.

1. **Specialized vs. Broad:** the initiative provides general and broad type of services that meet the needs of the majority of the people. Services that are too specialized reach and benefit only a small and specific audience size.
  - *Pass and Fail:* If the initiative is too specialized, it fails. If it is flexible or broad, it passes.
2. **Clear objectives:** the initiative has a defined set of objectives that are generally measurable, manageable and not too diverse to enable future mapping and identification of key performance indicators. Good performance indicators should be based on clear objectives.
  - *Pass and Fail:* If the objective is clear, it passes, otherwise it fails.
3. **Up and Running:** an ongoing and implemented initiative. Initiatives that are in the definition and planning phases will not allow full implementation of the performance management system due to unavailable data.
  - *Pass and Fail:* If the initiative is up and running, it will pass, if not, it will fail.

### 2.2 Categorization

Three main categories were selected to represent the initiatives focus based on MOICT perspectives, these categories are:

1. **Academia, education and training:** initiatives that use ICT as a tool for capacity building, training and incubation in schools, universities, and/or the government.
2. **Community:** initiatives that use ICT as a tool for social and community development.

3. **Industry:** initiatives that use ICT as a tool for economic and ICT industry development

Although most of the e-initiatives may impact and focus on more than one area of the proposed categories, they were categorized based on their dominant focus.

### 2.3 Filter 2

This filter consists of eight criteria; each has a scale from "0-1". In addition, each criterion has a different weight to reflect its importance.

The three initiatives that score the highest will be selected for monitoring and evaluation.

1. **National Level:** highly recognized and supported through financial and direct involvement by the government for political and strategic purposes.
  - *Score:* If the initiative is highly recognized and has political and strategic outcomes for the GOJ, it scores a "1". If the initiative is well recognized, it scores a ".5", otherwise it scores a "0".

This criterion has a weight of 10%.

2. **Target audience:** focuses and reaches the less privileged citizens.
  - *Score:* If it focuses and serves the less privileged, it scores "1", if it doesn't target the less privileged, but it reaches them, it scores ".5" otherwise it scores "0".

This criterion has a weight of 10%.

3. **Geographic areas:** covers most of the Jordanian communities.
  - *Score:* If it covers many communities it scores "1", if it focuses on specific rural communities, it scores ".5", if it focuses on Amman only it scores "0".

This criterion has a weight of 10%.

4. **Initiatives IT success in meeting category (academia, community, community) needs:** whether the initiative is successful in fulfilling academia, community and industry development based on its focus.
  - *Score Selection:* If the initiative is successful in serving the categories needs and playing a role in its development it scores "1". If it is serving part of the need but is not successful, it scores ".5". If the initiative's goal is to focus on the category, but didn't contribute to its development nor its focus, it scores "0".

This criterion has a weight of 15%.

- 5. Scope of IT areas:** provides a wide variety of IT services such as training (courses with intention to raise awareness), access (it provides access to PC for utilization), and infrastructure (builds an IT infrastructure or a physical location that can host IT efforts).

➤ *Score:* If the initiative serves three identified IT services, it scores a "1", if the initiative serves two of the identified IT services, it scores ".5", if it only services one of the IT services, it scores a "0".

This criterion has a weight of 20%.

- 6. Interdependency:** interdependency on implementation of other initiatives.

➤ *Score:* The initiative that is independent but another initiative or other initiatives are dependent on its implementation, it scores "1". If the initiative is independent, it scores ".5". If it is dependent, it scores "0".

This criterion has a weight of 5%.

- 7. Level of complexity:** initiatives with moderate level of complexity that allows full implementation of the performance management system within the dedicated scope of work

➤ *Score Selection:* the less complex initiative, scores "1". The more complex the initiative, scores "0".

This criterion has a weight of 10%.

- 8. Stakeholders interest:** MoICT's preference and interest in monitoring and evaluating this initiative at this stage, the rating is based on the consultants meeting with them.

➤ *Score Selection:* If MoICT has a high interest in the initiative, it scores "1". If they showed interest but no enthusiasm, it scores ".5" and if MoICT showed no interest, it scores a "0".

This criterion has a weight of 20%.



### 3 Assessment

#### 3.1 Filter 1 Assessment

| e-Initiative |                                   | Filter 1 – Selection Criteria |                  |                                     |
|--------------|-----------------------------------|-------------------------------|------------------|-------------------------------------|
|              |                                   | Specialized vs. Broad         | Clear Objectives | Up and Running                      |
| 1            | Jordan Education Initiative (JEI) | Pass                          | Pass             | Pass                                |
| 2            | Yarmouk Center of Excellence      | Pass                          | Pass             | Pass                                |
| 3            | ICT Literacy                      | Pass                          | Pass             | Pass                                |
| 4            | EX-Servicemen                     | Pass                          | Pass             | Pass                                |
| 5            | Reach                             | Pass                          | Pass             | Fail- it is on hold                 |
| 6            | PC @ Every Home                   | Pass                          | Pass             | Pass- has recently been implemented |
| 7            | NetCorps                          | Pass                          | Pass             | Fail- it is on hold                 |
| 8            | Intel Teach to the Future         | Pass                          | Pass             | Pass                                |
| 9            | Jordan Telecom Fund               | Pass                          | Pass             | Pass                                |
| 10           | Knowledge Stations                | Pass                          | Pass             | Pass                                |
| 11           | e-Village                         | Pass                          | Pass             | Fail - not fully implemented yet    |
| 12           | National Broadband                | Pass                          | Pass             | Fail – Not Applicable <sup>1</sup>  |

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<sup>1</sup> The National Broadband is an infrastructure project that is currently being implemented and not an initiative that will remain up and running.

## Selection Criteria for e-Initiatives

| e-Initiative |   | Filter 1 – Selection Criteria  |  |                                      |
|--------------|---|--|--|--------------------------------------|
|              |   | Specialized vs. Broad  | Clear Objectives                                       | Up and Running                       |
| 13           | Sun Incubator                               | Fail - only provides very specialized Certificates (JAVA)                    | Fail – Objectives are not being followed               | Pass                                 |
| 14           | Jordan Connect                              | Fail – specialized to IT inventors   | Fail - they are currently re-visiting their objectives | Fail - still in the definition phase |
| 15           | Arab Women Connect                          | Fail – provides information for women activists                              | Pass   | Pass                                 |
| 16           | Communication Partnership for Family Health | Pass   | Pass   | Fail - has not yet been implemented  |
| 17           | Achieving e-Quality in the IT Sector        | Fail - only provides networking certifications (CISCO)                       | Pass   | Pass                                 |
| 18           | Junior Professional Program (JPP)           | Pass   | Pass   | Pass                                 |
| 19           | Get Connect UK/Jordan                       | Pass   | Fail - they are not clear on their objectives          | Pass                                 |
| 20           | www.IT.JO                                   | Pass   | Fail - they are re-visiting their objectives           | Fail - has not yet been implemented  |
| 21           | JaDIR                                       | Fail – It serves only those interested in Jordanian heritage and IT combined | Fail - they are not clear on their objectives          | Pass                                 |
| 22           | EBDA  | Fail – it a specialized course in e-commerce                                 | Pass   | Fail - it is on hold                 |
| 23           | Intel Club House                            | Pass   | Pass   | Pass                                 |
| 24           | i-Lab                                       | Pass   | Pass   | Pass                                 |

Based on the Filter 1 assessment, the following seven initiatives passed and will be assessed in Filter 2:

1. Jordan Education Initiative (JEI)
2. Yarmouk Center of Excellence

3. ICT Literacy
4. EX-Servicemen
5. PC @ Every Home
6. Intel Teach to the Future
7. Jordan Telecom Fund
8. Knowledge Stations
9. Junior Professional Program (JPP)
10. Intel Club House
11. i-Lab

### **3.2 Categorization**

The passed e-Initiatives were categorized into three groups based on the dominant use of the initiative as an ICT tool

#### **1. Academia, Education and Training:**

1. Jordan Education Initiative (JEI)
2. Yarmouk Center of Excellence
3. ICT Literacy
4. EX-Servicemen
5. Intel Teach to the Future
6. Junior Professional Program (JPP)
7. i-Lab

#### **2. Community:**

1. Knowledge Stations
2. Intel Club House

#### **3. Industry:**

1. PC @ Every Home
2. Jordan Telecom Fund

### 3.3 Filter 2 Assessment

#### 1. Academia, Education and Training:

|                         | Weight | Jordan Education Initiative (JEI) |     | Yarmouk Center of Excellence |     | ICT Literacy |     | EX-Servicemen |     |
|-------------------------|--------|-----------------------------------|-----|------------------------------|-----|--------------|-----|---------------|-----|
|                         |        | Score                             |     | Score                        |     | Score        |     | Score         |     |
| National Level          | 10%    | 1                                 | 10% | 0                            | 0%  | 1            | 10% | 0.5           | 5%  |
| Targeted audience       | 10%    | 1                                 | 10% | 0.5                          | 5%  | 0.5          | 5%  | 0.5           | 5%  |
| Geographic areas        | 10%    | 1                                 | 10% | 0.5                          | 5%  | 1            | 10% | 1             | 10% |
| Focuses on Sector needs | 15%    | 0.5                               | 8%  | 1                            | 15% | 1            | 15% | 0.5           | 8%  |
| Scope of IT service     | 20%    | 0                                 | 0%  | 1                            | 20% | 0            | 0%  | 0             | 0%  |
| Interdependency         | 5%     | 0                                 | 0%  | 0.5                          | 3%  | 0.5          | 3%  | 0.5           | 3%  |
| Level of complexity     | 10%    | 0                                 | 0%  | 1                            | 10% | 0            | 0%  | 1             | 10% |
| Stakeholders' interest  | 20%    | 0                                 | 0%  | 1                            | 20% | 0            | 0%  | 0.5           | 10% |
| Total                   | 100%   |                                   | 38% |                              | 58% |              | 43% |               | 40% |

  

|                         | Weight | Intel Teach to the Future |     | Junior Professional Program (JPP) |     | i-Lab |     |
|-------------------------|--------|---------------------------|-----|-----------------------------------|-----|-------|-----|
|                         |        | Score                     |     | Score                             |     | Score |     |
| National Level          | 10%    | 0.5                       | 5%  | 0                                 | 0%  | 0     | 0%  |
| Targeted audience       | 10%    | 0.5                       | 5%  | 0                                 | 0%  | 0.5   | 5%  |
| Geographic areas        | 10%    | 1                         | 10% | 1                                 | 10% | 0     | 0%  |
| Focuses on Sector needs | 15%    | 0.5                       | 8%  | 0.5                               | 8%  | 0     | 0%  |
| Scope of IT service     | 20%    | 0                         | 0%  | 0                                 | 0%  | 0     | 0%  |
| Interdependency         | 5%     | 0                         | 0%  | 0.5                               | 3%  | 0.5   | 3%  |
| Level of complexity     | 10%    | 1                         | 10% | 1                                 | 10% | 1     | 10% |
| Stakeholders' interest  | 20%    | 0                         | 0%  | 0.5                               | 10% | 0     | 0%  |
| Total                   | 100%   |                           | 38% |                                   | 30% |       | 18% |

Scope of IT Services from above broken down to: training, access and infrastructure

| e-Initiative                      | Training | Access | Infrastructure | Number of Services | Score |
|-----------------------------------|----------|--------|----------------|--------------------|-------|
| Jordan Education Initiative (JEI) | N        | Y      | N              | 1                  | 0     |
| Yarmouk Center of Excellence      | Y        | Y      | Y              | 3                  | 1     |
| ICT Literacy                      | Y        | N      | N              | 1                  | 0     |
| EX-Servicemen                     | Y        | N      | N              | 1                  | 0     |
| Intel Teach to the Future         | Y        | N      | N              | 1                  | 0     |
| Junior Professional Program (JPP) | Y        | N      | N              | 1                  | 0     |
| i-Lab                             | N        | Y      | N              | 1                  | 0     |

Based on the assessment results of filter 2 for this category, the initiatives are scored and ranked as follows:

## Selection Criteria for e-Initiatives

| e-Initiative                      | Overall score | Rank |
|-----------------------------------|---------------|------|
| Yarmouk Center of Excellence      | 58%           | 1    |
| ICT Literacy                      | 43%           | 2    |
| EX-Servicemen                     | 40%           | 3    |
| Intel Teach to the Future         | 38%           | 4    |
| Jordan Education Initiative (JEI) | 38%           | 4    |
| Junior Professional Program (JPP) | 30%           | 5    |
| i-Lab                             | 18%           | 6    |

## 2. Community

|                         | Weight | Knowledge Stations |     | Intel Club House |     |
|-------------------------|--------|--------------------|-----|------------------|-----|
|                         |        | Score              |     | Score            |     |
| National Level          | 10%    | 1                  | 10% | 0                | 0%  |
| Targeted audience       | 10%    | 1                  | 10% | 1                | 10% |
| Geographic areas        | 10%    | 1                  | 10% | 1                | 10% |
| Focuses on Sector needs | 15%    | 1                  | 15% | 0.5              | 8%  |
| Scope of IT service     | 20%    | 1                  | 20% | 0                | 0%  |
| Interdependency         | 5%     | 1                  | 5%  | 1                | 5%  |
| Level of complexity     | 10%    | 0                  | 0%  | 1                | 10% |
| Stakeholders' interest  | 20%    | 1                  | 20% | 0                | 0%  |
| Total                   | 100%   |                    | 70% |                  | 43% |

**Scope of IT Services** from above broken down to: training, access and infrastructure

| e-Initiative       | Training | Access | Infrastructure | Number of Services | Score |
|--------------------|----------|--------|----------------|--------------------|-------|
| Knowledge Stations | Y        | Y      | Y              | 3                  | 1     |
| Intel Club House   | N        | Y      | N              | 1                  | 0     |

Based on the assessment results of filter 2 for this category, the initiatives are scored and ranked as follows:

| e-Initiative       | Overall score | Rank |
|--------------------|---------------|------|
| Knowledge Stations | 70%           | 1    |
| Intel Club House   | 43%           | 2    |

### 3. Industry

|                         | Weight | PC @ Every Home |     | Jordan Telecom Fund |     |
|-------------------------|--------|-----------------|-----|---------------------|-----|
|                         |        | Score           |     | Score               |     |
| National Level          | 10%    | 1               | 10% | 0.5                 | 5%  |
| Targeted audience       | 10%    | 1               | 10% | 1                   | 10% |
| Geographic areas        | 10%    | 1               | 10% | 1                   | 10% |
| Focuses on Sector needs | 15%    | 1               | 15% | 0.5                 | 8%  |
| Scope of IT service     | 20%    | 0               | 0%  | 0.5                 | 10% |
| Interdependency         | 5%     | 0.5             | 3%  | 0.5                 | 3%  |
| Level of complexity     | 10%    | 0               | 0%  | 0                   | 0%  |
| Stakeholders' interest  | 20%    | 1               | 20% | 0                   | 0%  |
| Total                   | 100%   |                 | 48% |                     | 45% |

Scope of IT Services from above broken down to: training, access and infrastructure

| e-Initiative        | Training | Access | Infrastructure | Number of Services | Score |
|---------------------|----------|--------|----------------|--------------------|-------|
| PC @ Every Home     | N        | Y      | N              | 1                  | 0     |
| Jordan Telecom Fund | Y        | Y      | N              | 2                  | 0.5   |

Based on the assessment results of filter 2 for this category, the initiatives are scored and ranked as follows:

| e-Initiative        | Overall score | Rank |
|---------------------|---------------|------|
| PC @ Every Home     | 48%           | 1    |
| Jordan Telecom Fund | 45%           | 2    |

## **4 Conclusion**

Based on the assessment results of Filter 2, the following initiatives scored the highest for each category and were selected for monitoring and evaluation:

| <b>Category</b>                  | <b>e-initiative</b>          | <b>Overall score</b> |
|----------------------------------|------------------------------|----------------------|
| Academia, education and training | Yarmouk Center of Excellence | 71%                  |
| Community                        | Knowledge Stations           | 74%                  |
| Industry                         | PC@EveryHome                 | 77%                  |

Although PC@Every Home scored the highest under the industry category, it has only been recently implemented which would affect the availability of data. The consultants will start working on monitoring and evaluating Yarmouk Center of Excellence and Knowledge Stations, the monitoring and evaluation of PC@Every Home is subject to MoICT's decision.